

The Commonwealth

LXXXV NO. 48

THE WEEKLY PUBLICATION OF THE COMMONWEALTH CLUB OF CALIFORNIA

DECEMBER 2, 1991

D E C E M B E R 6

Robert E. Allen

Chairman and CEO, AT&T

Promises to Keep

11:45 a.m., Friday

Gold Ballroom, Sheraton Palace Hotel

Since the dawn of the Information Age, the seers of science have sung the promises of the global village. They predict a seamless worldwide network which allows humans to move voice, data, video, and electronic images as easily as they pick up their phones. And, they say, that network will transform us.

A glance at recent headlines shows that the transformation is well underway. Those same headlines, however, highlight a host of global obstacles that remain. "Those roadblocks," says AT&T Chairman Robert E. Allen, "are technical and political. They involve economics, and they involve regulatory policies." How many miles to go, how many promises to keep?

Beginning his career at Indiana Bell in 1957, Robert E. Allen held officer posts in a number of Bell System companies and at AT&T before being named president and chief operating officer of AT&T in 1986. He was elected chairman and CEO of AT&T in April 1988 and leads a company which has expanded from primarily telecommunications to the business of information movement and management. Among his many civic activities, Allen is a member of the Council of Foreign Relations, the Conference Board, the U.S.-Japan Business Council, and the Trilateral Commission.

Tickets—\$27 for members, \$36 for guests. Tickets should be picked up in advance. See advance ticket information, back page.

D E C E M B E R 13

UNDERWRITTEN BY CHEVRON CORPORATION

Condoleezza Rice

Associate Professor, Department of Political Science, Stanford University; Consultant, ABC News

End of the Cold War: Challenge for U.S. Policy

11:45 a.m., Friday

Grand Ballroom, St. Francis Hotel

Boris Yeltsin's recent moves to assert Russian control over the faltering Soviet economy will undoubtedly improve the climate for foreign investment. But the expected hyperinflation and evidence of a growing "Russia first" sentiment in the largest of the Soviet republics increases fears of economic and political confusion and heightened resentment among the other republics. Now, as snow begins to fall across a land already in an economic deep freeze, some observers worry that we will soon see the rise of a communist-led reaction, adding to the chaos already brewing in many of the former East Bloc countries.

A member of the Stanford faculty since 1981, Condoleezza Rice appears frequently on ABC News programs as a commentator on the Soviet Union. She served two years with the Bush administration as the White House Soviet specialist, playing a key role in the formulation of U.S. policy toward Eastern Europe's emerging democracies.

Tickets—\$27 for members, \$36 for guests. Tickets should be picked up in advance. See advance ticket information, back page.

D E C E M B E R 20

Annual Holiday Concert and Inauguration of Officers

featuring:

Virtuose, San Francisco Girls Chorus

with addresses by:

Jean Auer

1991 Commonwealth Club President

and

The Honorable

Robert W. Merrill

1992 Commonwealth Club President

11:45 a.m., Friday

Gold Ballroom, Sheraton Palace Hotel

The Commonwealth Club is pleased to welcome The San Francisco Girls Chorus Virtuose, an octet of skilled singers drawn from the alumnae of the San Francisco Girls Chorus' professional-level ensemble. Under the musical direction of Elizabeth Appling, these fine singers will provide musical holiday spirit as The Commonwealth Club inaugurates its 1992 officers.

Tickets—\$27 for members, \$36 for guests. Tickets should be picked up in advance. See advance ticket information, back page.

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Confessions of an Academic Maverick

Frances K. Conley, M.D.

Professor of Surgery,
Stanford University Medical School

FRIDAY NOVEMBER 8

IT IS THE subtle issues and forms of sexism, or, if you prefer, gender insensitivity, that are particularly prevalent within the academic world. Another wonderful term for the type of subtle workplace abuse that women encounter on an almost everyday basis is "microinequity," a term coined by Professor Mary Rowe of MIT. She gives as an example of a microinequity the comment in a conversation, "She can't represent us in Washington, she isn't even pretty."

These fiendish little barbs are directed at the person of "difference" in a workplace, and serve to remind that person, as well as everyone else, that because of the differ-



Dr. Conley

ence, be it on the basis of gender or race, they are not—and never will be—one of the club.

Level of Disgust

The level of disgust engendered by blatant examples of sexual harassment—backing a woman into a corner and pulling her skirt up and/or fondling her, demands for sexual favors in return for a job, constant

in their place throughout their lives and the behavior becomes automatic for them.

"As women, society teaches us the same thing—that men are better than we are—and we believe it." Because of the pervasiveness of this stereotypical mindset, in a traditional white male environment it is difficult to get certain microinequities to stop because they have become culturally "normal."

For my acting chairman of the Neurosurgical Department at Stanford it was culturally normal for him to address women as "Honey"—all women, regardless of position or circumstances. And I believe that he was shocked at my allegations that to include me with that appellation within the workplace environment was demeaning to me and impacted negatively on my ability to function as a professional.

But if a patient with a problem is in an examining room with me and I respond to a knock on the door and we both hear, "Hey, Honey can I see you for a minute in my office?" what does the patient think?

For women, these stereotypical microinequities that occur daily and are a norm in many workplaces, cumulatively are incredibly corrosive and work to undermine a self-confidence that many of us have worked very hard to develop.

Women are hurt and rendered less effective in job performance when they are treated as if they are invisible, when their comments and suggestions are dismissed, when, by mistake, they are not invited to that important meeting, when they are not given equal access to good cases, be they in marketing or in legal matters, when they are addressed as "Susan" or "Anne" and the rest of the crowd is "Mister."

Male Dominance

Some of the real-life examples I will cite are hardly subtle, although many microinequities are. But all of the incidents, when they occurred, were predicated on the need of a male to establish a power relationship of male dominance, female subservience with me. The comments and events invariably are always said and done for an audience—the power relationship is one that must be recognized and validated not only by the two individuals but also by all members of the group.

For as long as I have been on the faculty, the surgery department has had a weekly luncheon departmental meeting, frequently attended by, especially in earlier years, 15-25 men and me. A number of years ago a highly respected senior surgeon and I were each creating a designer sandwich and when we were done I looked at his and then back to mine and said "Mine looks better than yours." He replied "And, I'll bet it is longer and thicker too!" I flipped him the finger and sat down.

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ANNUAL DUES

Regular \$95
65 or older \$80
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from San Francisco \$60
Under 30 \$60
Full-time student \$40
Initiation Fee \$45
(No initiation fee for full-time students)

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Commonwealth Club Membership is open to interested people worldwide.

It is acceptable and expected to think of women as inferior.

innuendos about a woman's abilities in bed, etc.—is for the most part shared equally by men and women, and the inappropriateness of this type of behavior is recognized by all.

In contrast the microinequity-type of verbal abuse is not recognized or defined equivalently by the two sexes, and offense taken by women frequently is totally incomprehensible to men.

Oh, Honey...

Because of the legacy left us by the great psychoanalyst Sigmund Freud, who truly believed in the natural inferiority of women, our society has a social and legal institutionalization of the subordination of women to men—it is acceptable and expected to think of women as inferior.

I will quote from a letter from a professional woman I received following my resignation: "Men learn from their earliest childhood that they are superior to women. They cultivate methods for keeping women

This locker room mentality still exists, and, while the doors have been thrown open to us women, it continues to be a deliberately hostile place, with a fraternity hazing quality about it.

There are now a number of women in junior faculty positions in surgery at Stanford. In the past three months I talked with two who had recently left Stanford for positions elsewhere. Both commented on these luncheons, and both had found the atmosphere sufficiently repulsive to preclude their continued attendance.

Unfortunately, between the bawdy comments worthwhile information on the state of the department or school is discussed, information that would have been missed by the absent female faculty members. Because access to information is a very important component of survival in academics, coupling its access with hostility guaranteed that the women would remain in the dark and may have contributed to their exit from a career in academic medicine.

In some ways the world of academic medicine may be more resistant to change and assimilation of women than other workplace environments.

The legacy of a profession closed for so long to any but a privileged male elite has become securely entrenched, and the struggle by women to gain entrance into medicine has been an onerous one. Male practitioners have viewed women as reproductive objects to be cared for, not as thinking beings capable of rendering care.

Women Need Not Apply

Two quotes by 19th century male physicians taken from a fascinating book entitled *Doctors Wanted; No Women Need Apply* by Mary Roth Walsh illustrate this mindset: "It was as if the Almighty, in creating the female sex, had taken the uterus and built up a woman around it," and "Woman has a head almost too small for intellect but just big enough for love."

Harvard Medical School did not admit its first female student until 1945. Twenty-two years later in 1967, I accepted an extraordinarily rare invitation to join the elite of surgical elites—to train to become a neurosurgeon—and, at the same time became a test object to define the boundaries of behavioral decency.

There were no rules—how was I to know what I was expected to put up with? In order to keep my rare membership active, how was I to handle invitations to bed, the caressing hand on my thigh, comments about the shape and prowess of my body as well as theirs? My emotional response was one of bewilderment about my role in

1992 CLUB OFFICERS ANNOUNCED

The Commonwealth Club's 1992 President and the results of The Commonwealth Club of California's club-wide ballot for 1992 Board of Governors are listed below:

1992 Club President

The Honorable Robert W. Merrill

President Elect

Claude B. Hutchison, Jr.

Board of Governors

Frank G. Chambers

Phoebe Hearst Cooke

Belva Davis

Christine Dohrmann

Robert K. Gardner

Ann Getty

Rose Guilbault

Bernice Hemphill

Anthony S. Hooker

Seiki "Sam" Kitadai

Jane Purnell

Steven A. Savia

Judy Wilbur

this quasi-too-friendly and retrospectively derogatory environment.

My bet is that Anita Hill, as a newly minted law school graduate, also was bewildered about appropriate action when her boss started conversing about subjects that had nothing to do with equal opportunity.

Advice to me over the years from supportive men (and, I want to emphasize that there are many warm, supportive, wonderful male human beings) was to "put up with it—they won't change," and a thick skin developed and the art of repartee has become finely honed. And women do learn to put up with it, with good grace, lots of humor, and the expected feminine silence.

Slowly, some changes are occurring, and as possible proof I will quote in part from a letter received recently from a male M.D.:

"During my first week as a medical student in 1972 we were told we could . . . observe surgical procedures. I remember

very well that one female member of my class who was interested in surgery decided to participate. She was directed by the surgical nurses to the 'nurses dressing room' in order to change into a scrub suit. The student responded that she was 'training to become a doctor, not a nurse.' She proceeded to enter the 'doctors dressing room' and began disrobing in front of a number of male faculty members in the lounge in order to prove her point. Not surprisingly there was a call to the dean the following day. In the future the dressing rooms were relabeled as 'male' and 'female' instead of 'doctors' and 'nurses'."

No Coincidence

For women the academic environment is frequently nonsupportive and for some is downright hostile. Last week, for example, we learned that female full professors at the

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Masterworks Chorale

HOLIDAY SING-ALONG

Be a member of the chorus of one of Northern California's finest music ensembles as they sing excerpts from Handel's *Messiah*, followed by Christmas caroling and holiday treats.

A special pre-performance lecture by Dr. John Tegnall, Professor of Music (emeritus) at San Francisco University is included exclusively for Club members.

Saturday December 7

7 p.m., Lecture

8 p.m., Performance

San Mateo Performing
Arts Center

600 N. Delaware Street,
San Mateo

\$10 per person. Tickets must be paid for in advance. Call Club office for reservations, (415) 597-6705.

Conley

University of California are paid on average \$6000 less per year than are male faculty at equivalent rank and length of service.

I can capture the flavor of disillusionment by quoting from a letter from a female neurosurgeon, three years into what she hopes will be an academic career:

"I don't think it's just coincidence that the majority of women who finish the top training programs do not choose academic careers...The private sector is much more open to competent female neurosurgeons than the academic sphere. No matter how hard I try, I will never be a part of 'the boys' club.' ...My situation in academics is so limiting, demoralizing, and lacking of the real intellectual excitement that I envisioned academic practice to be. There has to be a better way."

I am beginning to believe that the "glass ceiling" represents the ultimate manifestation of sexism and probably racism. Two years ago a male surgical colleague of mine asked me "Fran, why isn't what you have good enough?" Think about the message—it truly is not a comment that would be made to a man; a male who expects to go as far with his career as his God-given capabilities allow. At first blush the comment is complimentary, essentially saying "Gee, you've accomplished much more than we ever thought you would," but there is also a powerful implied threat that states, "You had better not plan to go farther with your career; you have come far enough."

Over the past four months my office has been the repository of many stories of encounters with the academic glass ceiling. The remarkable aspect of these chronicles is their distressing similarity—a single blueprint with minor modifications fits all, and is repeated over and over and over again.

Audacity to Excel

The women involved have had the audacity to excel in their chosen field. Most have carved their careers quietly and unobtrusively as all good little girls are taught to do, and they have done so without help from a mentor.

Thus their achievement is the result of their own efforts and they owe nothing to nobody. Because women traditionally are not taught to wave their own flag, career benchmarks go unnoticed until that fateful day when the next echelon wakes up and recognizes that it is about to be challenged by a supremely capable and accomplished woman.

The threats that trigger defensive action have been the woman winning an award, asking for a promotion, expressing desire for her own independent program, or some-

one stealing her work and her requesting appropriate remedial action. Those in power suddenly realize they don't control her because she owes them nothing.

The kneejerk response, rather than adapt the environment to her, is to eliminate her in a variety of ways—dismiss her because her charges are embarrassing; eliminate her job on the basis of no need; or dismantle her department and conveniently fail to include her in any restructuring.

Redress within the institution can only come from the highest echelons in academics and these positions invariably are occupied by white males who are most loathe to challenge the brotherhood of good old boys and reach out a helping hand to an inferior woman. In frustration and desperation the women turn for help to lawyers, file suit, frequently win, and find themselves forever ostracized and totally unemployable.

Obligation to Silence

The wonderful feminist legal scholar Catherine MacKinnon uses a quote; "To be a woman is not yet a name for being human," then adds, "this is the destiny we are supposed to live out gracefully and quietly, to be fulfilled by, and, get this, to like. In this system of inequality a woman's first obligation is silence."

So long as my being here today represents an opportunity for "confessing," I will admit to having sinned. I did not remain silent about the reasons for my resignation; neither did Anita Hill about her concerns. Both of us have genuine questions about leadership capability and the value that an institution places on the adequacy of its leadership.

Most interestingly, the response of the two institutions to our maverick stance has been amazingly parallel and again serves as an example of institutional stereotypic behavior that is precipitated by threat. The primary difference between the two situations is time to resolution—the Senate acted within a compressed time frame and has reached its decision; Stanford University continues to deliberate.

But, let's look at the mechanics that were invoked. Professor Hill's testimony to the FBI initially was dismissed as unimportant. I took the time to alert the dean at Stanford about my misgivings and was essentially told, as has happened frequently over the years, "Don't bother your pretty little head."

My message also went unheeded and was deemed unimportant. Only when the media, with its truly awesome power to break silence, became involved was action initiated. And, in both instances the action was to establish a panel of inquiry—the Senate chose to inquire hastily, in public, and ultimately at great expense to its image.

I am pleased that Stanford's inquiry is

continued on page 785

COMMONWEALTH CLUB
**REGIONAL
EVENTS**

ALAMEDA COUNTY

TUESDAY DECEMBER 3

**ELECTION YEAR POLITICS:
THE ISSUES OF 1992**

THE HONORABLE TIMOTHY WIRTH,
U.S. Senator (D.-Colorado)

With the U.S. economy showing only sluggish signs of recovery and the Democrats accusing Bush of being on an "anywhere but America tour" during his last four years as president, the 1992 elections may yet become a horse race. A well-known and charismatic politician, Tim Wirth has become an influential force during his 12 years in Washington. Now the senior Senator from Colorado, he serves on several key Senate committees including Armed Forces, Banking, Budget, and Energy and Natural Resources. A one-time teacher and businessman who has been an outspoken advocate of educational reform, Wirth is recognized as one of the foremost authorities on global environmental issues.

11:45 a.m., Luncheon

Jewett Ballroom, Parc Oakland Hotel, 1001 Broadway, Oakland
\$25 for members, \$34 for guests. Reservations: 415/597-6705.

ALAMEDA COUNTY

WITH THE BERKELEY CITY COMMONS CLUB

FRIDAY DECEMBER 20

HOLIDAY CONCERT

Featuring performers from UC Berkeley's Young Musicians Program

The Young Musicians Program provides a special opportunity for East Bay Youth (ages 11 to 17) with exceptional potential in music.

12 Noon, Luncheon

Berkeley City Club, 2315 Durant Avenue, Berkeley
\$14 for members, \$18 for guests. Reservations: 415/597-6705.

PENINSULA

UNDERWRITTEN BY CHEVRON CORPORATION

TO BE RESCHEDULED.

**END OF THE COLD WAR:
CHALLENGE FOR U.S. POLICY**

CONDOLEEZZA RICE, associate professor,
Department of Political Science, Stanford University

A member of the Stanford faculty since 1981, Condoleezza Rice appears frequently on ABC News programs as a commentator on the Soviet Union. She served two years with the Bush administration as the White House Soviet specialist, playing a key role in the formulation of U.S. policy toward Eastern Europe's emerging democracies.

11:45 a.m., Luncheon

Executive Conference Center, Hyatt Rikeys, Palo Alto
\$23 for members, \$32 for guests. Reservations: 415/597-6705.

PENINSULA

WITH THE STANFORD ALUMNI ASSOCIATION

FRIDAY JANUARY 17

KEEPING SEX AND LOVE ALIVE

HERANT KATCHADOURIAN, professor of psychology and
behavioral science, Stanford University

Dr. Katchadourian will discuss the ways satisfactory sexual relationships are maintained, including the factors which keep love active and alive and those that wear love down. He will examine relationships through the lifecycle—how they evolve from young adulthood and grow with age.

5:30 p.m., No-host Cocktails

6:30 p.m., Program Begins

7:30 p.m., Dinner

Faculty Club, Stanford University

\$28 for members, \$37 for guests. Reservations: 415/597-6705.

GET INVOLVED

Get the most out of your membership by volunteering for The Commonwealth Club in your community. The Club relies on its members to plan regional programs, promote membership, handle media relations, and help out at events. Meet fellow members and help the Club create the kinds of events you want. For more information, call Mary Wadsworth, Regions Manager, at (415) 597-6724.

STUDY SECTION SCHEDULE

STUDY SECTIONS ARE OPEN TO ALL COMMONWEALTH CLUB MEMBERS AND GUESTS. For reservations call The Commonwealth Club office, (415) 597-6705. Reservations not received 24 hours prior to the program cannot be guaranteed. **Unless otherwise noted all programs will be held in the Club office, 595 Market, San Francisco, and admission is \$6 for members, \$9 for guests (sandwich and coffee for noon programs is \$4 additional, if pre-ordered). Please check section notices weekly for additions or cancellations.**

MONDAY DECEMBER 2

BAY AREA PLATFORM ORGANIZATIONAL MEETING

All interested members should come help plan next year's Bay Area Platform programs. We will select temporary coordinators for Education, Law & Society, Outreach, Transportation, and Urban Affairs and list candidates for new chairperson for the study section. We will also present the Annual Whimsy Awards.

John Wood, chairman
Bay Area Platform
3:45 p.m. - 4:45 p.m.
Refreshments.
No charge

MONDAY DECEMBER 2

REGIONAL CONCEPT FOR GROWTH AND TRANSPORTATION

Gary Binger, director of planning, Association of Bay Area Governments (ABAG)

A state senate bill by Senator Rebecca Morgan of Los Altos Hills would create a regional commission to manage growth, air quality, and transportation in the Bay Area. Is the concept, proposed by Bay Vision 2020, needed?

John Wood, chairman
Bay Area Platform
Reception - 4:45 p.m.; Program - 5:15 p.m.

MONDAY DECEMBER 2

WILL AMERICA RETAIN ITS HIGH TECH LEADERSHIP ROLE?

John Moran, author; management consultant; president, Global Gateways

The U.S. software industry is currently riding high and is headed for a fall, unless dramatic changes are made. Do we have the will to make the changes before America loses its last technological lead? History doesn't have to repeat itself.

Tom Johnson, coordinator
Business Economics Section
Reception - 4:45 p.m.; Program - 5:15 p.m.

TUESDAY DECEMBER 3

ARCHITECTURE FOR THE PEOPLE, IN ITS PLACE: EIGHT CASE STUDIES

Eight buildings, comprising a cross-section of the built environment, including low income housing, a corporate headquarters, a city hall, private residences, an historic restoration, and a hospital have won Awards of Design Excellence from the American Institute of Architects, San Francisco Chapter. The architects will discuss how creativity and practicality combine with attention to design context to achieve excellence in the built environment. Principals from the following firms will describe the design process and illustrate their winning projects with slides: Theodore Brown and Associates, Fisher-Friedman Associates, Tanner Leddy Maytum Stacy, Skidmore, Owings & Merrill, Lyndon Buchanan, Turnbull & Associates, Kaplan/McLaughlin/Diaz, and David Baker Associates. An exhibit of the award winners will be on view in the Club lobby.

Carol Fleming, chairwoman
Arts Section
Reception - 4:45 p.m.; Program - 5:15 p.m.

TUESDAY DECEMBER 3

SPAIN 1992: ARTS AND ARCHITECTURE

Miguel Aymerich, architect, president, Compania Internacional de Diseño

As our final program in the Club's series on Spain 1992, Mr. Aymerich, California-based architect currently working on the Spanish Pavilion for EXPO 1992 in Seville, will discuss the diversity of landscape and cultures which have shaped the arts and architecture of Spain. Using slides, he will trace architecture from the Roman and Muslim periods to modern times and spotlight today's developments, specifically in Seville and Barcelona, with a summary of activities in Madrid.

Alyce Simmonds, coordinator
International Relations and Arts sections
Reception - 4:45 p.m.; Program - 5:15 p.m.

THURSDAY DECEMBER 5

PEARL HARBOR: SURPRISE?

Major G. Robert Bessett, USAF (Ret), executive board, Association of Former Intelligence Officers, SFBAC

Was the disaster at Pearl Harbor a failure of American intelligence, a bureaucratic blunder, or a manipulation by the National Command Authority to achieve American global objectives? On this 50th anniversary, you will get to decide.

Ruth Carpenter, chairwoman
National Defense Section
Reception - 4:45 p.m.; Program - 5:15 p.m.

THURSDAY DECEMBER 5

SELLING YOUR BUSINESS/PRACTICE

M. J. Donnelly, crea, California Appraisal Institute

Specific information for business owners who wish to sell but are uncertain about the correct procedure. Get suggestions about a marketing package for prospective buyers. Find out how estimates of the market value of a business are based on practical knowledge of what businesses *really* sell for in the marketplace.

Tim P. Cooper, coordinator
Business Economics Section
Reception - 4:45 p.m.; Program - 5:15 p.m.

FRIDAY DECEMBER 6

MAKE LOVE HAPPEN (FOR WOMEN ONLY)

Rebecca Sydnor, romance consultant; author, *Making Love Happen: The Smart Approach to Romance Management*

This San Francisco marriage guru will share her successes in the mating game.

Shelly Silver, chairwoman
Current Affairs Forum
Reception - 4:45 p.m.; Program - 5:15 p.m.

MONDAY DECEMBER 9

AIDS AND DENTISTRY

Frank Grimaldi, D.D.S., assistant clinical professor, UCSF School of Dentistry

The apparent HIV infection of patients by a dentist in Florida has focused media and legislative attention on the HIV status of health care providers. Find out the latest Centers for Disease Control (CDC) findings and prevention recommendations. You will leave with a clear idea of what to look for and what to ask at your next dental visit to ensure your safety and confidence.

Marilyn Shore, D.C., chairwoman
Health & Lifestyles Section
Reception - 4:45 p.m.; Program - 5:15 p.m.

MONDAY DECEMBER 9

USING FOREIGN EXCHANGE TO OPEN NEW MARKETS

Tracey Brophy Warson, vice president, Wells Fargo Bank

Getting your products into the global marketplace requires an understanding of how foreign currencies work. Tracey Warson will give a practical talk on how to open new markets by using foreign exchange services and how to manage foreign exchange risk to your advantage.

Robert Haddick, coordinator
Asia/Pacific Affairs Section
Reception - 4:45 p.m.; Program - 5:15 p.m.

TUESDAY DECEMBER 10

WHAT DO THE RECENT POLITICAL AND ECONOMIC CHANGES IN INDIA MEAN?

Satinder Kumar Lambah, consul general of India, San Francisco

India has experienced dramatic changes both politically and economically. For the first time since independence, no member of the Nehru-Ghandi family is in the political arena. Economically, a market-oriented reform package announced by the government in July 1991 has radically altered India's economic framework, sparking many investment proposals from Western multinational corporations. Join us to learn more. Study tour participants are encouraged to attend.

Victoria A. Barbero, chairwoman
International Relations Section
Reception - 4:45 p.m.; Program - 5:15 p.m.

TUESDAY DECEMBER 10

EMPLOYMENT DISCRIMINATION? THE EXPERIENCE OF JAPANESE COMPANIES OPERATING IN THE U.S.

Moderator: Michael Loeb, attorney, Crosby Heafy Roach & May;
Tomoji Ishi, professor, UC Berkeley; Byron Clendenen, director of
human resources, Toshiba Mri; Barbara Lee, assemblywoman

Panelists will discuss their experiences on this timely and controversial topic. Come for an evening of information and networking.

Grace Pung Guthrie, chairwoman
Asia/Pacific Affairs Section
Co-sponsored with the Kaisha Society
& the Japan Society of Northern California
Reception - 6:30 p.m.; Program - 7 p.m.

WEDNESDAY DECEMBER 11

BUSINESS: THE ENGINE FOR ENVIRONMENTAL IMPROVEMENT

Peter Schwartz, president, Global Business Network; author,
The Art of the Long View (1991)

As environmental problems transcend national boundaries and solutions, corporations have a growing opportunity and responsibility to respond. Corporate environmentalism demands a longer view—understanding the nature and implication of such problems as global climate change, redefining corporate self-interest to reflect broader social goals, and incorporating environmentalism into the ongoing planning process. A well-designed environmental strategy can foster innovation, lower input costs, and increase competitiveness while driving broad environmental improvement.

Alison Silverstein, coordinator
Environment & Energy Section
Reception - 4:45 p.m.; Program - 5:15 p.m.

FOREIGN LANGUAGE CONVERSATION GROUPS

OPEN CONVERSATION FRENCH

ADVANCED: Meets noon, Tuesdays,
Club Office.

Contact: Richard L. Frank: (415) 921-4962.

INTERMEDIATE FRENCH:

Meets noon, Thursdays, Club Office.

Contact: Linda Agapekian:
(415) 788-7878 ext. 348.

OPEN CONVERSATION SPANISH: INTERMEDIATE

Meets noon, Tuesdays, Club Office.

Contact: Anthony M. Pereira,
(415) 585-2898.

THURSDAY DECEMBER 12

SEMINAR ON AGRICULTURAL ISSUES

Richard Rosenberg, ceo, president, BankAmerica Corporation

The seminar will center on the economic, financial, and market outlook for California agriculture based on the U.S. Department of Agriculture's Outlook Conference as well as the changing political and trade environment for California agriculture.

**Jerome Siebert, chairman
Agriculture Section**

**Co-sponsored with the University of California
Registration - 8 a.m.; Program - 8:30 a.m. to 4 p.m.**

Sacramento Hilton, Sacramento, California

\$95, includes lunch, refreshments, and study materials. Call 510/
643-5279 for further information.

Do not call Club office.

THURSDAY DECEMBER 12

GROWTH STRATEGIES FOR THE 1990s

Richard Flint, author, corporate trainer

In order to be prepared for the business arena of tomorrow you must take an honest look at today and be willing to make the necessary changes. This seminar will follow a workbook designed to look at seven demands for the 1990s, 10 things you must do to be prepared for the 1990s.

**Tom Johnson, coordinator
Business Economics Section**

**Co-sponsored with Sales and Marketing Executives
of the Bay Area**

8:30 a.m. to 10:30 a.m.

\$27 for members and guests.

THURSDAY DECEMBER 12

HOW TO ACHIEVE YOUR NATURAL 100 YEAR-PLUS LIFESPAN

Dr. Walter Bortz, author, bestseller *We Live Too Short and Die Too Long*, past president, American Geriatrics Society

Dr. Bortz sets out controllable, essential elements of longevity and spells out effective, dynamic strategies to add decades of active satisfying life.

**Marilyn Shore, D.C., chairwoman
Health & Lifestyles Section
Reception - 4:45 p.m.; Program - 5:15 p.m.**

MONDAY DECEMBER 16

AGRICULTURE SECTION ORGANIZATIONAL MEETING

This meeting is for all those who are interested in organizing the 1992 programs for the Agriculture Study Section. Bring your ideas.

**Jerome Siebert, chairman
Agriculture Section
12 Noon. No charge.**

MONDAY DECEMBER 16

ISLANDGODS

Richard Bangs, adventurer; river explorer; author *Islandgods*

Award-winning author Richard Bangs will discuss his most recent book, *Islandgods*, describing the world's most exotic and breathtaking islands. Some of the islands featured will be Papua New Guinea, the Galapagos, Easter Island, Fiji, and Tasmania.

**Sharon Ahern, chairwoman
Environment & Energy Section
Reception - 4:45 p.m.; Program - 5:15 p.m.**

TUESDAY DECEMBER 17

DROUGHT, FIRE, AND THE EBMUD RESPONSE

Rich Rago, superintendent of water distribution; Jim Fox, Public Affairs Department, East Bay Municipal Utility District

Join Rich Rago and Jim Fox of the East Bay Municipal Utility District for an in-depth discussion of the district's ongoing response to the recent devastating Oakland fire.

**Roberta Borgonovo, chairwoman
Water Section
12 Noon**

WEDNESDAY DECEMBER 18

STATES OF GRACE: EAST MEETS WEST

Charlene Spretnak, author, *States of Grace: The Recovery of Meaning in the Postmodern Age*

Ms. Spretnak will present a new model for drawing from the wisdom tradition and discuss the contemporary spread of "the light of Asia"—the teachings of the Buddha on the nature of mind. She will also autograph her new book.

**Grace Pung Gutherie, chairwoman
Asia/Pacific Affairs Section
Reception - 4:45 p.m.; Program - 5:15 p.m.**

Conley

being conducted carefully, thoughtfully, and with marked attention to due process. At present, the outcome of Stanford's inquiry is undecided, and I am still treading water.

Political Expediency

History has a way of repeating itself and the university may well follow the lead of the Senate and, like that august body, choose political expediency over valued leadership. As an aside, let me say that I find it unbelievable that in this whole, wide, beautiful country of ours we cannot identify one judge, versed in constitutional law, whose record would indicate that he or she were capable of providing representation to all 100 percent of the constituency.

Judge Clarence Thomas lost his credibility with me when, under oath, he stated he had not discussed *Roe vs. Wade* with anyone.

I cannot help but think he was lying, and, if he were not, he does not deserve to sit on the Supreme Court. Personally, I do not want a justice on the highest tribunal of this land who has never considered the societal consequences of legal issues encompassed by *Roe vs. Wade*.

I believe that the Senate, in its wisdom, has put into place, for life, a man who is incapable of understanding the need for women to have the right to be treated with respect, the right to be listened to and taken seriously. Stated more eloquently by another judge, a friend of mine from the Alameda County Court system, Judge Ron Greenberg, who wrote to the *Examiner*: "We men must try to imagine what it would be like to be in the presence of overpowering characters who, at will, with sexual energy, assault us."

Silent Victims

"The bottom line is that if it is happening to Dr. Conley, a powerful member of her community and someone strong enough to speak out, then we must acknowledge the scores of silent victims experiencing harassment on a daily basis."

Stanford University has a wonderful opportunity to acknowledge that within the confines of its sun-drenched red-tiled buildings, women and minorities are not being treated with equality, and that academic opportunities are dispensed to men and women under very different sets of rules.

It remains to be seen whether the outcome promulgated and accepted by the Senate will be that chosen by Stanford or if the academic institution will place a higher value on the caliber of its leadership than the Senate did. For it is the quality of lead-

ership that determines the rightful place of an enterprise in our society. We must identify individuals who have not been blinded by pervasive privilege to the realities faced and lack of options available to women and minorities in many, if not most, workplaces. It is the leader who sets the tone in a work environment; if your boss likes and respects you, so will others.

We need to choose leaders carefully, and in the university setting this means we need to look not only at academic credentials but also at those behavioral characteristics that indicate that the candidate has a passion for developing others, regardless of gender or race, in an environment that is free of the deplorable and corrosive effects of discriminatory patterns of thinking and behavior. Only with this type of leader in place do we have any hope of providing a better future for those of us who are different—a future that will, ladies and gentlemen, encompass your daughters. ♦

Answers to Written Questions from the Floor:

Q. Why did you become a neurosurgeon?

A. When I went into surgery, it was a distinctly unpopular decision. There were no women in surgery at Stanford at the time, no house staff quarters, no bed for me to sleep in when I was required to be on duty. When I entered, I decided to go into plastic surgery since it seemed the only field that might encompass an "inferior" woman. I found rapidly, however, that plastic surgery was boring. There is no intellectual satisfaction in coming to a diagnosis that the nose is too big or the boobs are too small. To be a good neurosurgeon, you have to be a very good neurologist. It is a wonderful intellectual challenge.

Q. Have you heard from others on the Stanford campus with similar problems? Is the Stanford administration sincerely interested in improving working conditions for women?

A. The day after I resigned I got a piece on paper in my mailbox that had been done on a Macintosh computer. In the middle of it in great big print it said, "Hooray for you, Dr. Conley. Thank you for your courage." At the bottom, written in pen, was "You have no idea what you have tapped into." It was signed "A Stanford Employee." The outpouring of stories, the number of women who have visited the dean's office and a newly established office for women faculty at the Medical School has been amazing. They are getting an earful of a problem that they had no idea that

even existed. I choose to think that they are positive about what they are doing, that they are doing it in good faith. I truly love Stanford University, and I would like to think that my institution will respond to this problem correctly and with good grace.

Q. Was your treatment peculiar to Stanford?

A. It is totally amazing. I know of at least six grievance cases that have been filed at the University of California, both in the San Francisco and the Berkeley campuses. I know of a couple of instances from UCLA. I know of instances from the NIH. It is a very widespread problem.

Q. Why did you return to Stanford? Had the environment changed?

A. In some ways I called their bluff. I spent the summer getting advice from people I knew and liked. They told me that this was important and that the institution would be more apt to do what is right if I were around than if I were absent. I would not have been able to go back had the appointment of the dean been made permanent. The appointment still is on hold. The search committee that had been searching this position on a national level has not been disbanded. The dean has set up a panel of inquiry to look into behavioral allegations and leadership capabilities of the position. A lot of other activities have also been started to make sure that the environment is a bit more friendly to women.

Q. Have you seen changes in attitudes at Stanford School of Medicine in the past few months?

A. We've gone through three phases since I resigned. The first phase was abject horror that anybody would open this Pandora's box and show this academic environment to the world. That lasted for a few days. The next phase was trivialization. Every woman—faculty, student, and staff—was honeyed and sweetie-pied to death. Now we are in the phase I have called guilt. Probably between 5 percent and 20 percent of the men who work at Stanford Medical Center are guilty of the type of behavior that I found offensive. Now they are wondering when the ball is going to get dropped on them, and who is going to drop it. As you can imagine, the environment is a little hostile to me because I was the one who started the questioning.

Q. What is the attitude of your co-workers since you went public?

A. My direct co-workers are not talking to me. I truly have impacted their world very negatively. Their response is appropriate. People who are not in neurosurgery have in general given me a tremendous

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amount of support. The support has not been public; they come to me in private and tell me that I did a great thing. But trying to marshall this private support into public action is very difficult. The chances of losing your job or derailing your career are very high if you don't play according to the rules. I have more support than I have hatred at the present time.

Q. What was the reception from the students on your return to Stanford?

A. They've been very happy to see me. They are pleased that a crusade which they really started last year is being continued.

Q. You speak to the problems of harassment in the medical academic community. Is it worse there than elsewhere?

A. I addressed my remarks to that particular community because it's the only one I know. But I have received enough correspondence from women in many other professions to believe that it is not unique to the medical profession. In medicine it may be a bit more apt to surface because we are very hands-on people. We tend to be very touchy-feely with each other. But that's just a guess on my part.

Q. How rigorous is surgery?

A. It's rigorous. It's physically demanding. It is intellectually demanding. You have to be able to stand for many hours and have very good bladder control.

Q. How do you respond to those who say your resignation was really motivated by the fact that you lost out on a promotion to a male colleague you disliked?

A. This is the sour grapes theory. It's not true. Two years ago this person was put in as acting chair. I had lived with him for the past 25 years and had no problems working alongside of him. But when he became my acting boss, he changed my work environment remarkably. At that time I went to the dean and told him about my concerns about things that have happened over the last 20 years. A committee was set up to look at this position on a national level—which was the appropriate response. I never applied for the job. I told the committee when it was formed that I was not a candidate for the position.

Q. Did you face the same accusations as Anita Hill—allegations of thwarted affection and/or an interest in destroying a rival's career?

A. Thwarted affection, no. I don't think

this person has ever truly desired to have me go to bed with him. Had this whole thing been handled differently on the deanship level neither one of our careers needed to have been ruined. I deserved that national search and the institution deserved that national search. We are a very productive department, and we deserve nationally recognized leadership. That chance was there. To stop that search was not right for the institution. I really had no intent to destroy anybody, including myself.

Q. When does romance become harassment?

A. It's a matter of power. The problem that men have in dealing with a woman who earns more than he does and is in a position above or equal to his is an issue of power. We can't stop romance, but there are appropriate places for romance. The workplace, at least in medicine, isn't one of them. Men have to become aware of the context in which they say things. If I go to a drug store to buy a lightbulb and the proprietor says, "Honey, that will be 30 cents," I don't mind. But I mind being called honey when I'm working as a professional neurosurgeon.

Q. What about women who treat other women derogatorily?

A. This is a very interesting subset of women. I've labelled them enablers. What happens is because the woman has established a relationship with a powerful man she has created an extremely comfortable environment for herself. Frequently an operating room nurse who is good will attach herself to a particular surgeon or group of surgeons. For her the environment, while it still may be very condescending and consist of a lot of harassing comments, is comfortable. She has a kissy-kissy relationship with her surgeons. As a result she does not create a compatible environment for the rest of the nurses. She's part of the men as opposed to the women, and tries to keep them out. A couple of them have written to their professional journals stating that I'm all wet behind the ears, that they have earned their respect and dignity. If that's what they define as respect and dignity, I don't want any part of it.

Q. Women represent over 50 percent of the population and voters. What will it take to bring this potent force together?

A. An extremely interesting book was just released called *Backlash* by Susan Faludi, who is a Pulitzer Prize-winning investigative reporter. She offers a lot of theories for why women have not been able to come together and mount an active political force. Part of it is because we really are in a society where women are taught that

they are inferior. That's a difficult mind-set to get out of. We're also dictated to by the fashion industry. Look what the fashion industry tried to sell us for three years—little teddies, very feminine underwear. But career women bought Jockey shorts. Women have followed the dictates of the fashion world. They are starting not to. That's a hopeful sign. Also look at television programming. The perception on television tends to be that the woman is at home, is not career minded. In her book Faludi details the fact that in our society men tend to define their worth to society by being the provider for a family. This means *ipso facto* that women must find their happiness and contentment in creating the family. The merchandising world has told us, "your happiness is defined by having a wedding ring on you hand, having children, being at home, and being subservient to your mate."

Q. How will the new civil rights bill affect women?

A. The bill is a step in the right direction. It's going to keep people at least aware of the fact that women do have the right to respect, the right to be listened to and to be taken seriously.

Q. Won't many more women become victims twice, first with harassment and second with retaliation, before men will learn proper behavior in the business environment?

A. I was asked by a number of media sources after Clarence Thomas was confirmed what I felt was going to happen. I think women are going to be victimized again. I'm surprised someone hasn't asked me what I expect my future to be. I am incredibly pessimistic. I believe that a year from now I will no longer be a member of the faculty at Stanford. I do not believe that the type of action I have taken will be compatible with my continuing in my professional job. It's going to take more than just me and Anita Hill to keep this question alive and to have something productive and constructive done about it.

Q. In Anita Hill's place would you have done anything differently?

A. I would love to have been as articulate as she. I would have used a little more emotion than she did. She hurt herself by being so very careful with her speech.

Q. What is your opinion of the Republican Judiciary Committee members treatment of Anita Hill?

A. I loved their questions. It was as if the options that are available to them as privileged white males were equivalently available to her as a 24-year-old black female law school graduate. It was unbelievable.

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There is true lack of understanding of this issue. The Senate has created an environment for itself where privilege is totally and completely pervasive. They have no understanding of what the real world is about. I don't doubt their sincerity but I'm not sure they know what they are being sincere about. The debacle is one of the best examples of why we should have term limits. These people need to go back and get into the trenches.

Q. To whom did you turn for advice?

A. I've had advice from three very competent people. The first is my husband. The second is a labor lawyer who is a member of the faculty at the Harvard School of Education and teaches negotiation. I tend to shoot from the hip. I am not afraid to speak my mind. Negotiation was an extraordinarily important part of some of the meetings I had with the dean over the summer. I have another attorney who, if I need to file a lawsuit or defend myself in a lawsuit, is geared and ready to go. He has been kept apprised of everything that has happened.

Q. As a concerned male, how can I ensure that I do not participate in this more subtle racism and sexual harassment?

A. Explore your environment, your comments, the reception you get from your comments. For a relationship to be comfortable I need to feel good about me when I am with the other person. If I feel good about myself when I am with another person, that person that I am with respects me. If you have a relationship with an employee or someone else that you find you're uncomfortable with, explore that relationship and find out why that relationship isn't one in which you can say, "I feel good about me when I am with you."

Q. What three suggestions would give men who want to avoid committing microinequities?

A. Think before you speak. That's number one. Keep your workplace environment a workplace environment. It should be a place people feel comfortable in. Over the next few months you will probably be told about microinequities. The most valuable thing for women that can happen is for you men to apply some measure of social pressure on your colleagues when they do something that is demeaning to a woman. Call your colleagues on the carpet. It's going to be hard, but we're in this together. Remember, too, that that which I find offensive, the next woman may not. We all have our own levels.

The 1991 Annual Fund Drive

The Commonwealth Club of California's 1991 Annual Fund campaign is now underway, and we ask you to consider the following questions:

How many other generations have been privileged — or burdened — to witness and perhaps participate in the birth of an entirely new epoch, as we are today? At what other hour — when the course of nations quite literally hangs in the balance — has the need for a commitment to the preservation and practice of democracy and free, open inquiry been so critical?

What other public service organization has worked so tirelessly — day in and day out — for nearly 90 years to practice and promote the unbiased discussion that is the very basis of democracy? What other forum has so faithfully trusted the principle that good ideas flourish and bad ideas wither in the light of open discussion?

The Club's Board of Governors asks that you join them this year in supporting the nation's premier public affairs forum as it continues to provide the full, open, in-depth discussion that is essential in a flourishing democracy.

Your help will make a difference. Member dues and program income cover only 80 percent of our costs. The remaining 20 percent must come from other sources, including additional contributions from our individual members.

Please give generously. Your participation will help assure that our program quality remains high, that our regional programs will continue to expand our services to people throughout the Bay Area community, that our radio program — the nation's longest running radio program — will continue to bring important issues to the attention of a national audience, that opportunities for an innovative television program are fully explored, and that our outreach programs to schools and as yet untapped communities in our increasingly diverse society will continue to thrive.

Your support of the Annual Fund campaign will affirm your conviction that the need for a non-partisan, objective forum for the discussion of contemporary issues has never been more critical for the interesting times that lie ahead.

DECEMBER 4/5

San Francisco Mayor's Race

Early Evening Reception

Art Agnos

Incumbent Mayor, San Francisco

WEDNESDAY
4:45 p.m., Sign in
5:00 p.m., Program Begins
5:45 p.m., Program Adjourns
Club Office

Brown Bag Lunch

Frank Jordan

Former Chief of Police, San Francisco

THURSDAY
12 noon, Sign in
12:10 p.m., Program Begins
12:55 p.m., Program Adjourns
Club Office

No charge. Call Club office for reservations, (415) 597-6705 or 597-6706.



This Year Wrap Up The Gift That Lasts All Year Long!

A membership to The Commonwealth Club of California is the perfect gift for those special friends, students, business associates, and family members who, like you, are committed to keeping up with today's complex issues. Holiday shopping is made easy for you. You avoid the crowds and are giving an inspired gift with year-long benefits. Imagine the excitement of giving—and receiving—the gift that's always provocative, always stimulating.

Simply call the Club office to place your gift membership. A handsome acknowledgement of your gift can be sent directly to your recipient or to you. Just let us know.

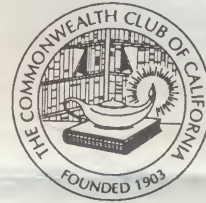
ADVANCE TICKET SALE PROCEDURE

Mail check with self-addressed, stamped envelope to The Commonwealth Club, 595 Market Street, San Francisco, CA 94105, or call (415) 597-6705 or 597-6706 for reservations.

Mail orders received without a self-addressed, stamped envelope will not be sent in advance. Tickets paid for in advance can be picked up at the door.

Phone orders are guaranteed. Cancellations must be received at least 48 hours in advance. Members will be billed for unclaimed reservations.

A limited number of tickets will be on sale at the door before the program on first-come, first-served basis. Lunch cannot be served after 12:20 p.m.



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